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UNIVERSITY OF
BRIDGEPORT

Opening doors. Building futures.

The University of Bridgeport



President and Mrs. Neil Albert Salonen

The University of Bridgeport offers career-oriented undergraduate, graduate and professional degrees and programs for people seeking personal and professional growth. The University promotes academic excellence, personal responsibility, and commitment to service. Distinctive curricula in an international, culturally diverse supportive learning environment prepare graduates for life and leadership in an increasingly interconnected world. The University is independent and non-sectarian.

— Adopted by the Board of Trustees on April 23, 2004

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President's Message



Neil Albert Salonen, President

Two thousand fifteen has been a year filled with events marking the importance of the University of Bridgeport.

In March, Tarek Sobh, dean of the School of Engineering, was invited to the White House to brief officials on “Grand Challenges of Engineering,” ways to address society’s most challenging problems in the 21st century. Our professors were awarded grants to develop better diagnostic tools for cancer and to improve STEM education in elementary, middle, and high schools.

Our new RN to BSN program in cooperation with Bridgeport Hospital began with the appointment of Founding Dean Carol Papp, and the first nursing students arrived in September. We cut the ribbon opening the Ernest C. Trefz School of Business and added two more concentrations—Analytic Intelligence and Entrepreneurship—to our MBA programs and a CPA track to Accounting. We hired five entrepreneurs-in-residence for our new Student Entrepreneur Center. In October, UB student-entrepreneurs won the Crowd Favorite Award at Connecticut Startup Weekend for a new app, Brighten Me Up, created by SASD design student Giovanna Soares.

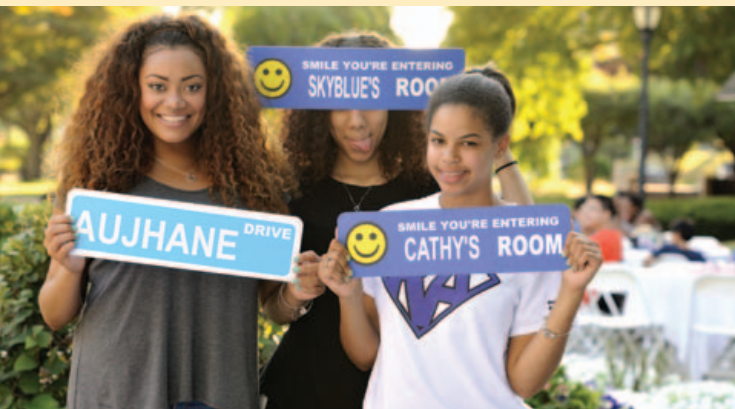
Enrollment has climbed to over 5,400 students—the highest level in 30 years—and we have begun construction on our first new residence hall in 40 years. Our student-athletes continue to win national academic honors alongside their team championships. Graduates from the Class of 2015, representing a broad spectrum of academic departments, from the health sciences to business and education, received job offers at leading companies *before* they graduated. In October, hundreds of alumni came to campus for Welcome Back Weekend, the biggest homecoming event in decades. Individual donors increased support for UB throughout the past year, too, thereby turning tomorrow’s potential into today’s realities. The effect of their generosity is transformative and lasting.

In the midst of accelerating momentum as we address what comes next, it is important to pause and consider how far we’ve come. This year, we completed our ten-year NEASC (New England Association of Schools and Colleges) self-study for accreditation. The process is invaluable as it enables us to work with NEASC representatives to assess how well we serve our students. During my visit to UB’s partner schools in China this fall, I was interviewed by *China Daily*, China’s largest English-language newspaper and website. In answer to questions, I emphasized UB’s mission to educate young people who can face global challenges. The word is out: the University of Bridgeport is a vital resource, not only here in our community, but around the world.

I am proud to present this year’s Annual Report, and I invite you to look back with us, albeit briefly, at this year of remarkable progress. Please join me in pledging support as UB continues to grow and expand its capacity to shape the future.

A handwritten signature in black ink, reading "Neil Albert Salonen". The signature is fluid and cursive, with the first name "Neil" being particularly prominent.

Neil Albert Salonen
President



Fall

August 25: The first day of classes

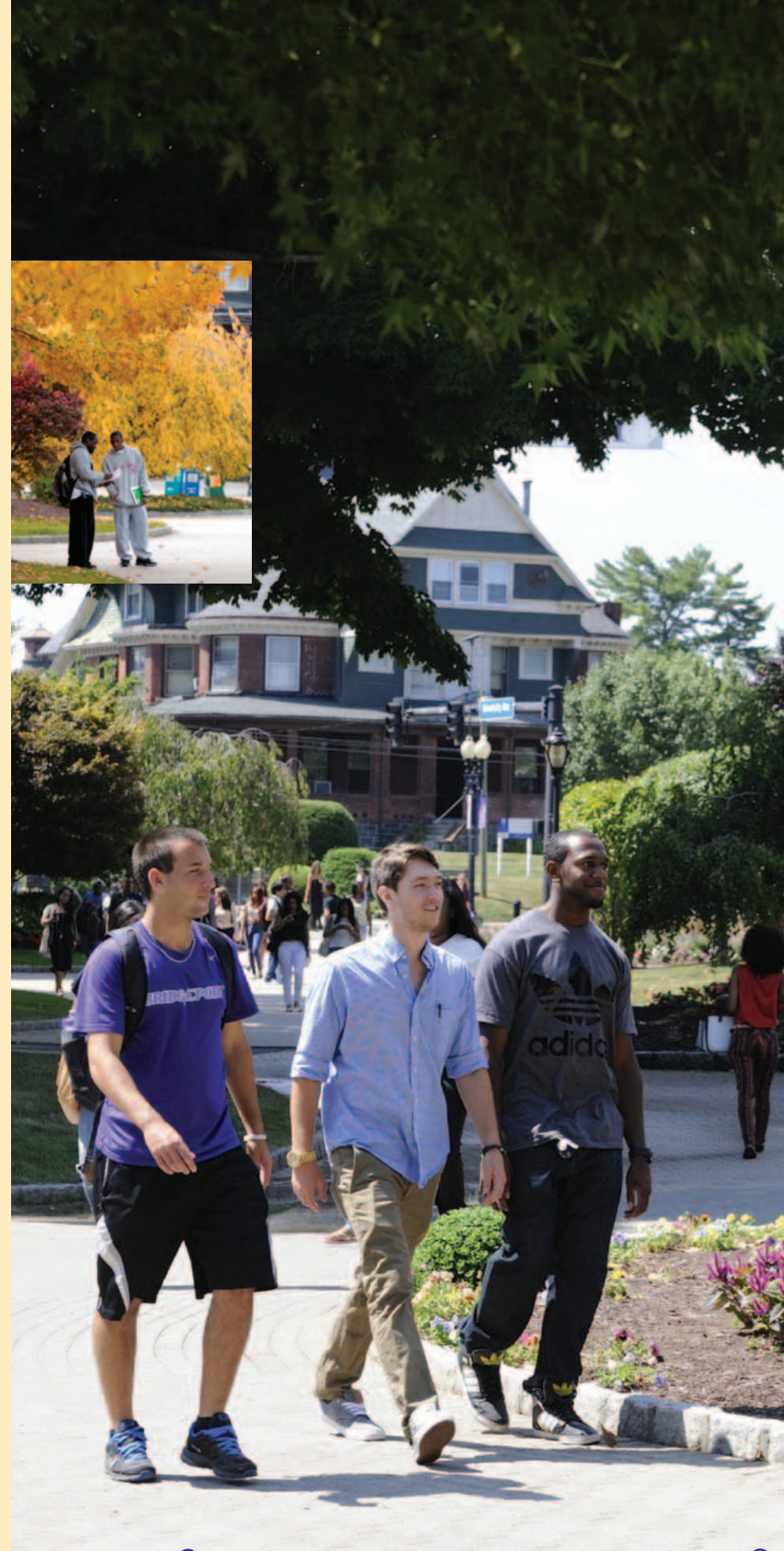
Visit any university on the first day of classes and the sense of expectation is palpable. Students and faculty look forward to the year ahead. Filled with hope and ambition, they set goals, make promises, and challenge themselves. Seniors may anticipate graduation. A different student may set his or her sights on earning academic honors or starting a club on campus or contributing to a research project. For younger freshmen, it may be about learning to live away from home.

In August 2014, 5,141 students from 45 states, Washington, D.C., Puerto Rico, and the Virgin Islands brought their own expectations and dreams with them when they showed up for the first day of classes at the University of Bridgeport. This group—representing a 74.5 percent increase from August 2000, when 2,973 enrolled—would set the tone for 2014-15, which was marked by abundant energy, intellectual curiosity, and ambition.

UB's robust enrollment, which topped 5,400 students by August 2015, and ever-expanding reach reflect a number of notable successes by the Admissions Department and the entire University to steadily attract, recruit, and enroll the most diverse and talented students to UB.

The strategic use of social-media advertising, targeted recruitment, and personalized outreach are driving enrollment, and will continue to play an important part in recruitment. This year, admissions counselors expanded UB's reach further by traveling to California, Illinois, and Florida—states they have not personally visited in the past—to participate in NACAC (National Association for College Admission Counseling) events. Students from these states often choose to study out of state, so our counselors traveled to meet with guidance counselors, parents, and students to give them an opportunity to get to know UB through personal meetings and face-to-face interviews. The University's admissions office has plans to continue such outreach efforts to further expand our recruitment efforts.

More than 5,400 students attend UB, the highest level in 30 years.



Justin Sabo, 22, of Hayward, CA, decided to transfer to UB in the fall of 2015 for several reasons. "The financial aid was pretty great. I would have spent more money at a college in California," says Sabo, who is a junior.



UB's College of Public and International Affairs (CPIA) also convinced Sabo that UB was the place to be. Sabo had considered studying political science back in California, with the hope he might one day work for an international nongovernmental organization. Instead, he's majoring in international political economy and development at CPIA, which he thinks will much better prepare him for the future.

"Half of my class is international. So you can have people give opinions from five different continents; having that diversity is one of the coolest things," Sabo says. "The professors are much more knowledgeable, too. There's a different quality to what you're being taught. My professor Stephen Hess brings in someone working in the humanitarian field to talk with our class once a week; that's really inspiring. I'm close to the United Nations and New York. I feel there's a lot more resources here to get internships and get involved."



September 9: Cutting the ribbon at the Ernest C. Trefz School of Business

The wait was over. On September 9, at 11 a.m., dignitaries, students, and other guests gathered for the much-anticipated opening of the Ernest C. Trefz School of Business. It was named after UB Trustee Ernest Trefz, whose invaluable counsel has guided the University for over 30 years. A self-made success, Trefz's personal story of building a family business has also inspired many to pursue the American Dream.

Fittingly, the school ushered in a new era of learning this year by shifting its focus on entrepreneurship and the kind of skills that are increasingly critical in today's business world. New faculty members who have worked in business and finance joined the school, bringing to UB years of real-world experience. Among them: entrepreneurs-in-residence who work at our new Student Entrepreneur Center. Now, students from any department can receive free help developing a start-up. Within a month after it opened, the Center was working with 40 students, and demand is expected to grow.

UB also launched an online MBA program in the fall of 2014 that was created with input from leaders from Connecticut's business community. The master's program further evolved over the year, and now includes two new concentrations in CPA training as well as analytics and entrepreneurship.

These and other changes would not have been made possible without the support of alumni. Marian Heard '63 and trustee Thomas O'Hara '84 have generously provided for the school's Jacobsen Wing Lobby and Raymond O'Hara Auditorium, and we were proud to honor them during the historic ribbon-cutting.

Noted David E.A. Carson, former CEO of People's United Bank, at the start of the year: "Ernie Trefz had the ability to take an idea and make it practical. Isn't that the kind of thing we want our young people in business to do? I firmly believe the Trefz School . . . will produce people who shape the future."

Seven new faculty, all with in-the-field business experience, joined the Trefz School in the fall of 2014.



Generous donors like UB Trustees Ernest C. Trefz, Thomas O'Hara '84, and alumna Marian Heard '63 (previous page, lower right) make it possible to cut the ribbon on new buildings like the Ernest C. Trefz School of Business.





September 9: Ellen DeGeneres honors UB music-education student.

UB student Melissa Salguero had no idea what Ellen DeGeneres had planned when the talk show host invited her to attend a taping of her show. She was just thrilled to be in the audience. But suddenly, DeGeneres was calling her name from the front of the studio, inviting her down to talk about what happened in the South Bronx.

That's home to P.S. 48, the middle school where for the past six years Salguero has led early morning band practices and taught vocal and instrumental classes to children eager to make music. When she's done teaching, Salguero returns to UB to be a student herself; she's earning a Master of Science in Secondary Education with a concentration in music.

It's a hectic schedule, but Salguero is motivated. "I want to share my passion and love for music," she insists.

In the spring of 2014, Salguero's classes in the Bronx were upended when thieves took off with more than \$30,000 worth of band instruments—and brutally damaged ones they didn't bother to take from the school. Unlike richer districts, where parents might have the means to replace instruments, P.S. 48 serves low-income families whose average annual incomes stand at \$16,000, Salguero says. Undaunted, she found a solution by posting a request for donations on the crowdfunding website, GoFundMe.com.

Among those who saw her plea: DeGeneres. After asking Salguero about the theft, she presented her with a \$30,000 check.

Now back making music with her students, Salguero says one of the greatest gifts about the tragedy was the chance to show children that they can overcome hardships. "If you have a goal or a dream, don't stop," she says.

"It's a lesson for all," notes Frank Martignetti, director of music education at UB. School of Education students like Salguero work side-by-side with students during their training, and music majors inspire young people through free concerts on campus and other outreach.

"Melissa is an example of the best that the UB School of Education has to offer. Her ability to engage the community in support of her students is a model to all of us in music education," Martignetti adds. "We're immensely proud of her."



UB music education majors like Melissa Salguero (large inset above), who was honored by talk-show host Ellen DeGeneres, are committed to enriching young people's lives. This year, they hosted concerts for schools and the general community and taught music to children in kindergarten through high school, among other activities.





September 24: Business student wins seed-money from Chinese Government.

Bao Lei had a good reason for missing classes on Wednesday, September 24. Dignitaries were waiting for her at the Chinese Consulate General in Manhattan, and they wanted to give her a prize worth hundreds of thousands of dollars.

Lei, 22, a graduate student at the Ernest C. Trefz School of Business, was in the midst of starting One Leaf, a specialty tea business. She had won a Chunhui Cup at the Chinese Oversea Students Innovation and Entrepreneurship Competition, which is sponsored by the Chinese government.

The award included \$330,000 in initial capital and a \$500,000 interest-free loan, along with office space in China and other assistance.

Lei's not the only entrepreneur at UB. In October 2015, Lei and a UB classmate, Ying Shen, won another Chunhui award for an online website and consulting firm they've started to help Chinese students select and apply to U.S. universities.

Dozens of other UB students are launching start-ups, too, and thanks to exciting new programs for entrepreneurs

offered on campus, they're able to get the guidance they need to help their fledgling companies grow.

Starting in the fall 2014 semester, MBA students like Lei were able to major in concentrations like entrepreneurship at the Trefz School of Business. They were also able to network at monthly Innovators and Executive Speakers Series events, which attracted nearly 800 participants, including members of the business community, throughout 2014-15.

But great ideas come from everywhere. That's why UB just opened the new Student Entrepreneur Center for any student who needs help launching a start-up or web-based venture.

Staffed by highly-successful entrepreneurs who help students for free, the Center is located in the same building that has been home to CTech IncUBator, the small-business incubator that since 2009 has provided resources to Fairfield County entrepreneurs.

Says Trefz Business School Dean Lloyd Gibson: "It's a natural outgrowth for the work we've already done on campus in the area of entrepreneurship."



Bao Lei (top) won the prestigious Chunhui Cup and seed funding from the Chinese government for One Leaf, a specialty-tea company she's launched while earning her MBA degree at the Ernest C. Trefz School of Business. Meanwhile, UB continued to expand academic, networking, and other opportunities for entrepreneurs who look to the University for support they need in order to bring their ideas to market.





October 18-19: Welcome Back Weekend

Early fall is always a special time at UB, with the changing leaves casting the campus in hues of red and gold. But on October 18-19, the University seemed even more vibrant when hundreds of former students gathered on campus for Welcome Back Weekend.

The homecoming celebration was the biggest alumni celebration at the University in 25 years, and just one of dozens of events organized by the Office of Alumni Relations in 2014-2015.

“Our alumni are more active than ever,” says Alumni Director Aimee Marcella. “We’ve been steadily expanding opportunities for them to re-engage with the campus and with each other. They’re coming to visit and meeting at events across the country. Welcome Back Weekend set the tone for a blockbuster year that was busier than ever.”

Social media was another vital resource to spread the word and engage alumni virtually, no matter their location. This past year, the Office of Alumni Relations

reached over 18,000 globally with Facebook alone. UB also created a mobile app for Welcome Back Weekend’s schedule of events, including push notifications as well as creating interviews to post online in “real time.”

Later in the year, Alumni Relations hosted numerous events in Boston and Florida, as well as a Young Alumni gathering that enabled more than 50 attendees to network with employers. Closer to campus, alumni met for the annual Mardi Gras Event at Two Boots, the Alumni Art Show in March 2015, featuring 30 participating artists, a SASD Alumni Event, and the Golden Knights Celebration, which capped off a whirlwind year at Commencement. Up next: more events than ever as alumni continue to return to campus, reconnect, and strengthen ties to UB.

Notes alumnus Harry Hollis ’71: “Seeing old friends and new; fraternities and sororities on campus; students, faculty, family and alumni involvement in the ever-changing world and UB making a positive impact were very positive and highly uplifting, too!”



Alumni re-engaged with UB at greater numbers than ever before. Blockbuster events, like Welcome Back Weekend, and regional gatherings also helped to build support for the University. Meanwhile, the Office of Alumni Relations reached over 18,000 alumni globally in 2014-2015 on Facebook alone.

OCTOBER

The homecoming event was the biggest alumni celebration at the University in 25 years.



AUGUST

SEPTEMBER



November 9-12: The NEASC visit

Grades reflect how well students are learning. Great grades—like an A in freshman English—can encourage a student to nurture an untapped skill or even major in an academic field they might not have considered. Poor grades are equally invaluable because they help students to identify weaknesses, learn from past mistakes, and encourage them to seek additional guidance from professors and peers.

At UB, we welcome grades, too, and in November 2014, we got invaluable feedback as the campus welcomed the New England Association of Schools and Colleges (NEASC) to campus. During their visit, NEASC representatives worked side-by-side with UB to assess how well we educate and serve our 5,400 students. Accreditation by NEASC is voluntary.

For three days, the NEASC visiting team evaluated UB's self-study, reviewed hundreds of pages of documents, and met with our University community, faculty, and students. The self-study process occupied us for two years in advance of this visit. Literally hundreds of people on campus were involved in the process of reflecting on how well the institution meets the standards for accreditation.

The University's accreditation was continued, and the next comprehensive evaluation is scheduled for 2024.

UB will undoubtedly change a great deal in that time, but one thing is certain: evaluations always present an invaluable opportunity to self-assess how the University fulfills its mission to prepare students for the global marketplace, what it might do better, and how UB can continue to build upon what it's already doing well.

Says UB President Neil Salonen: "Accreditation and self-study are critical processes for helping us to prepare for the future."



November 17: Awarding Seed Money Grants

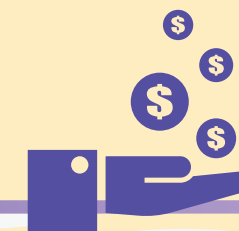
The University's commitment to research was evident throughout 2014-15. Faculty presented findings at conferences around the world, UB professors and students from across academic departments showcased more research than ever at the annual Faculty Research Day, and organizations sought to partner with UB on a number of projects.

The University also continued to encourage faculty research through its Seed Money Grant program, an ambitious campaign launched in 2009 to support early-stage research by faculty. Thanks to the Seed Money program, UB not only ensures that faculty can advance their work, which may take years to complete, it also fills a gap in early-stage research, which typically does not receive financial support.

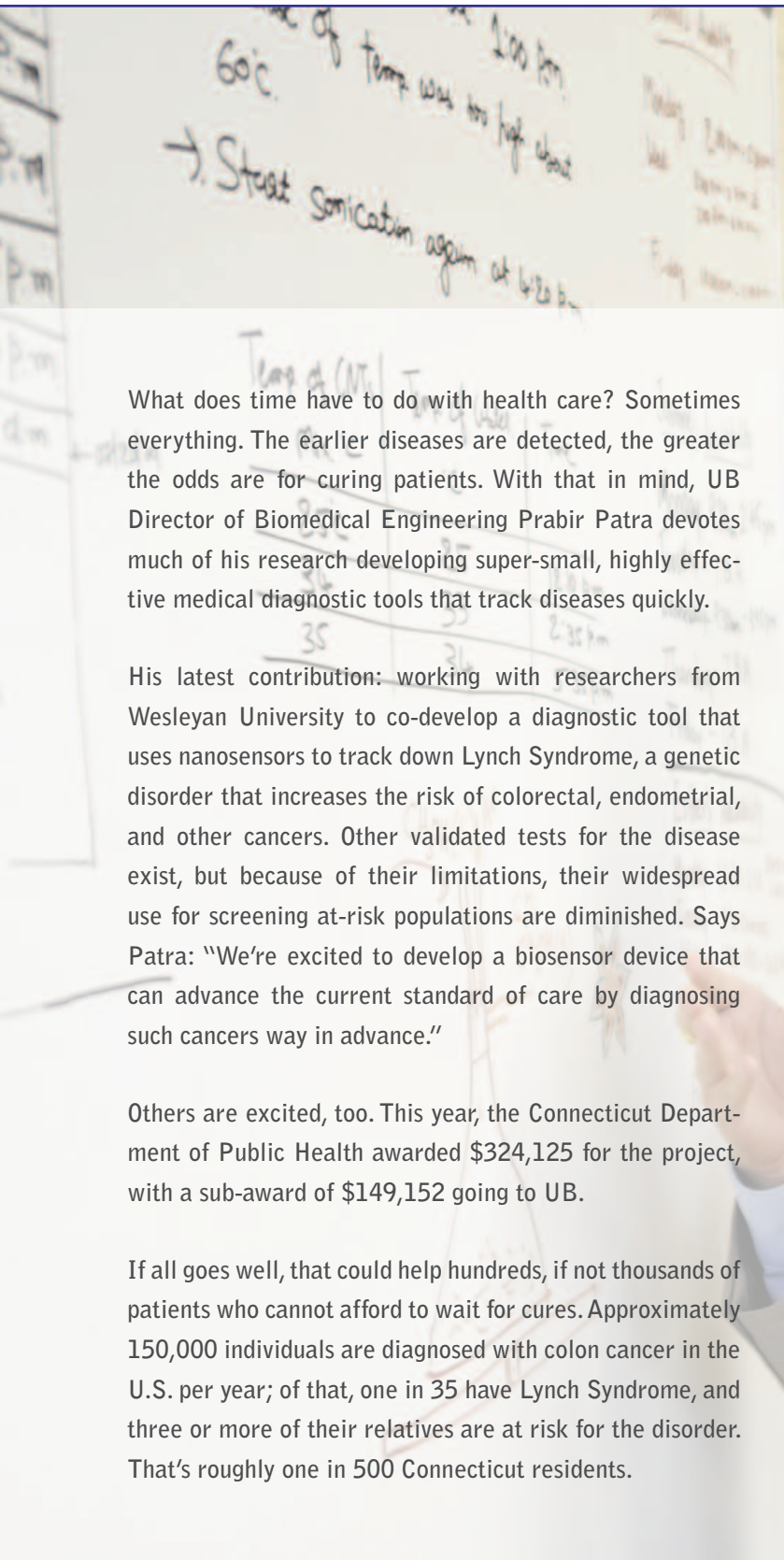
Grants are worth up to \$6,000 per project, and since the program began, UB's Office of Sponsored Research has awarded approximately \$234,000 to full-time faculty conducting research in fields as diverse as genomics to marketing.

In the fall of 2014 and spring of 2015, UB again awarded Seed Money Grants totaling \$26,239 to six faculty members whose ideas merit early investment. Recipients included Ernest C. Trefz School of Business marketing professor Nikki Lee-Wingate, who examined social media behaviors of consumers; biology professor Amanda Petrus and her developments with vitamin B12, College of Chiropractic professor Robert Riggs; engineering professors Christian Bach and Prabir Patra, whose collaborative work delves into the workings of DNA, and College of Chiropractic professor Emmet Hughes, who is using ultrasound to identify pain centers in the body that affect thousands of patients annually.

By supporting promising research at its earliest stages, UB ensures that faculty can engage in meaningful work that has the potential to affect us all. This commitment to all stages of research is drawing students to apply to UB, where they can participate in research and watch it grow.



UB's Office of Sponsored Research has awarded approximately \$234,000 to full-time faculty conducting research in fields as diverse as genomics to marketing.



What does time have to do with health care? Sometimes everything. The earlier diseases are detected, the greater the odds are for curing patients. With that in mind, UB Director of Biomedical Engineering Prabir Patra devotes much of his research developing super-small, highly effective medical diagnostic tools that track diseases quickly.

His latest contribution: working with researchers from Wesleyan University to co-develop a diagnostic tool that uses nanosensors to track down Lynch Syndrome, a genetic disorder that increases the risk of colorectal, endometrial, and other cancers. Other validated tests for the disease exist, but because of their limitations, their widespread use for screening at-risk populations are diminished. Says Patra: "We're excited to develop a biosensor device that can advance the current standard of care by diagnosing such cancers way in advance."

Others are excited, too. This year, the Connecticut Department of Public Health awarded \$324,125 for the project, with a sub-award of \$149,152 going to UB.

If all goes well, that could help hundreds, if not thousands of patients who cannot afford to wait for cures. Approximately 150,000 individuals are diagnosed with colon cancer in the U.S. per year; of that, one in 35 have Lynch Syndrome, and three or more of their relatives are at risk for the disorder. That's roughly one in 500 Connecticut residents.



AUGUST

SEPTEMBER



November 22-23: Giving thanks by understanding others

November ushers in the season of Thanksgiving, with individuals finding myriad reasons and ways to consider their blessings. This year, a dozen UB students celebrated their blessings by visiting Heifer International's Global Gateway Program in Rutland, Vermont. Their goal: to better understand what life is like for millions of impoverished individuals worldwide.

For 24 hours on the weekend before Thanksgiving, the UB students lived in simulated global villages, where they did manual labor and farm chores, cared for animals, and cooked communal meals over open fires using a minimal number of ingredients.

Without cell phones or other electronics, the evening was devoted to thoughtful discussions about the global allocation of resources, world hunger, and human rights.



This was not the first time UB students have been actively engaged in participatory programs that inspire them to think about issues like global development. In the past, they've had to live on \$35 per week, equivalent to food-assistance program budgets, and assembled more than 1,000 meals for the homeless in just a few hours on Martin Luther King Day of Service.

Nonetheless, the weekend at Heifer International's Global Gateway village was "an eye-opening experience for all," says UB Civic Engagement Coordinator Jennifer Turner.

OCTOBER

NOVEMBER

Students assembled more than 1,000 meals for the homeless in just a few hours on Martin Luther King Day of Service.





Winter

December 2: Giving Tuesday

It's been a year of expansive generosity at UB.

The number of donors has doubled since 2013, and those who support for the University are giving more than ever. This year, the average gift to UB increased by \$500 per person. It's also easier to give as the Office of University Relations expands ways for donors to fund UB and its programs. Online gifts are on the rise. Alumni are re-engaged, and UB has been participating in exciting new fundraising campaigns, like Giving Tuesday.

Held annually on the Tuesday following Thanksgiving, Black Friday, and Cyber Monday, Giving Tuesday is a national day of fundraising that ushers in the season of giving. On December 2, UB joined thousands of non-profits, universities, and other institutions that invite the public to support their favorite causes. UB donors who participated in Giving Tuesday see the importance of supporting programs at UB and its students. Among them: alumni Charles Sala '73 and his wife Adolia Sala '69. The husband and wife earned master's degrees in education at UB.

"We've given for a long time because we're big believers in the university," says Adolia. "We believe in giving back to help others, and certainly in education. The students we help today are the people who will run things one day. It's not just helping them, it's helping all the children they'll teach one day."

The average gift to UB increased by \$500 per person in 2015, and the number of donors has doubled since 2013.





Volleyball team member Ying Shen was one of four Purple Knights who was honored for her top academic and athletic performances when she was invited to a National All-America Team by CoSIDA (College Sports Information Directors Association). Student-athletes at UB are tracked academically and receive personalized support at UB's Academic Resource Center.

December 10: Purple Knights: Scoring higher than ever as student-athletes

As a senior, UB volleyball standout Ying Shen had firmly established herself as a force to be reckoned with. The accounting major finished her fall semester with a nearly perfect 3.95 cumulative GPA, and she'd recently been named Most Outstanding Player of the season by the East Coast Conference Championship Tournament.

Then on December 10, Shen was honored again—this time for both her academic and athletic accomplishments—when she was named to the 2014 NCAA Division II Women's Volleyball Capital One National Academic All-America Third Team.

Making an All-America team isn't easy: to be eligible, student-athletes have to be nominated by the College Sports Information Directors of America, and they don't get the nod unless they're a varsity starter with a minimum 3.30 GPA on a scale of 4.00, among other requirements.

Nonetheless, Shen was one of four UB students who qualified this year, and since 2012-13, seven Purple Knights have made it to All-America teams.

Their academic and athletic accomplishments reflect enhanced support for student-athletes at UB.

Coaches have been increasingly recruiting players with strong grades. The 238 student-athletes who played for UB in 2014-2015 "were consistently monitored for academic performance as much as their athletic accomplishments, and they know it," says Kranthi Senadhi, academic liaison for student athletes.

Each semester, for instance, Senadhi and coaches review midterm grades. If there is reason for concern, they collaborate with professors and the students to identify areas of weakness and to get help, whether it's tutoring, tips about time management or something else. "I've personally walked a few players over to the Academic Resource Center for tutoring," says Senadhi.

Resource Director Roxie Ray "makes sure it's not intimidating," he adds. "And professors at UB are really good about getting back to us and providing information we need to help the kids. They want the coaches to be aware of how a student-athlete is doing."

The payoff: students like Shen have been making All-American awards in greater numbers. Says Athletic Director Anthony Vitti: "It's a testament to what our department stands for; and that's both athletic and academic excellence."

Since 2012-2013, seven Purple Knights have made it to All-America teams.





January 6: Top rankings from *U.S. News and World Report*

When UB began hosting online nutrition courses in 1997, it didn't have much company. In fact, the University was the first school to provide online nutrition classes in Connecticut. Over the years, UB continued to advance opportunities for students to log on and learn. Today, we're proud to report that 600 distance- learning students are enrolled in over 250 online classes in eight online degree programs in a variety of fields, from the health sciences to business and engineering.

But more isn't enough. At UB, we've continually strived to be better, too. Students at our physical campus attended classes with an average 16:1 student-teacher ratio. We refuse to allow our online students to get lost in the crowd, either—even when they're logging on thousands of miles from campus. Thanks to ongoing professional training, our distance-learning faculty provides students with more interactive experiences through their online courses. Instructors are accessible and responsive, ensuring that students are fully engaged.

Our commitment to students was recognized again in January, when UB was named among *U.S. News and World Report's* "2015 Best Online Education Programs."

The University's information technology program, which includes master's degree programs in computer science and technology management, was ranked 13th in the nation. Its online bachelor's general studies program was ranked in the top 100, and its online engineering track was ranked in the top 50.

This was the third consecutive year we've been selected by *U.S. News*, which bases its standings on a variety of factors, including academic and support services for students, faculty training, admissions criterion, program reputation, technologies, student satisfaction, and graduation rates.

We're proud of the award, but we're not ready to rest on our laurels. As it has done since it began offering online courses 18 years ago, UB will continue to enhance and grow distance-learning so students can pursue degrees and attain the dream of a higher education from any corner of the globe.



For the third consecutive year, *U.S. News & World Report* named UB's online degree programs among the best in the nation.





January 20: Carol Papp and the new nursing program

Prospective students began contacting the University almost as soon as UB announced it was developing a new nursing program. The RN to BSN (Bachelor of Science in Nursing) Hybrid Completion Program, as it would be named, enables nurses to expand their knowledge and skills to fulfill the evolving needs of health care.

First on the agenda: picking an experienced chief to develop the RN to BSN program. On January 20, UB was proud to appoint Dr. Carol Papp as founding dean of the School of Nursing. With more than 30 years' worth of clinical, teaching, and nursing experience, Dr. Papp brings a wealth of knowledge to UB's newest health sciences program. Previously, Dr. Papp served as the director for over three years at the Bridgeport Hospital School of Nursing (BHSN), where she successfully led the school in receiving six additional years of national nursing accreditation, five additional years of RN program licensure, and five additional years of college credit approval through the National College Credit Recommendation Service.

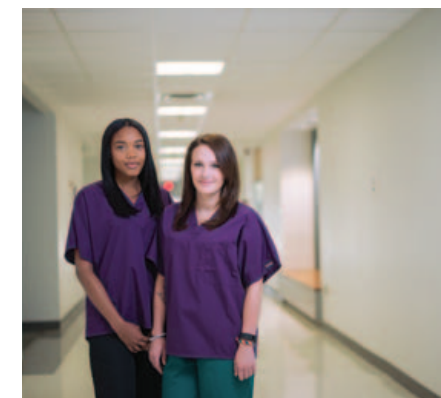
She immediately harnessed this experience to complete lengthy needs assessments, curriculum and syllabi development, and applications for licensing approval. She also hired an associate dean and faculty to develop and teach the courses that began in the fall of 2015.

The RN to BSN program is located at our Health Sciences Building and later in the summer, crews renovated the seventh floor to accommodate the new school. The nursing program's 7,000 square-foot suite includes a new ten-bed skills center, medical-simulation labs, community health room, and equipment that includes high-fidelity mannequins and lecture theater. Facilities were finished in August, soon before our inaugural class of nursing students began classes.

Says Papp: "It's been a whirlwind year, but UB is now proud to offer one of the most advanced hybrid RN to BSN programs built on the highest nursing-education standards, principles, and guidelines. The program enables nurses to obtain the education and skills they need to obtain their BSN degree and become leaders in the health care system. There is large demand in the industry for BSN candidates, and we're proud to help meet this need."



The University was proud to appoint Dr. Carol Papp (above), a longtime and much-respected leader in nursing education, as founding dean of the new RN to BSN program in January. The RN to BSN program was announced through an agreement with Bridgeport Hospital School of Nursing in April 2014, and after a whirlwind year of planning, opened its doors in August 2015.





February 18: The Career and Internship Expo

Wheeler Recreation Center filled up early on February 18. More than 40 companies had been invited to UB's annual Career and Internship Expo, and it was an opportunity for students, hiring managers, and executives to get to know each other. Companies like Bic Corporation, Northwestern Financial, and the Connecticut Office of Tourism and Travel would end up recruiting students for internships and full-time jobs.

It was no accident that UB students had the skills companies need. Every employer invited to the Career Expo on February 18 "was carefully screened to make sure that they had a job or internship opportunities available and our students have the skills they're looking for," says Keith Hassell, who this year was hired as director of UB's Center for Career Development.

Strategic planning was just one of one of several factors that made it a banner year at the Center for Career Development, where student appointments at the Center for Career Development soared by 88 percent and programming increased by 280 percent.

And networking flourished.

Thanks to a new collaboration with Enterprise Holdings, for instance, two UB students have been awarded \$1,500 scholarships for summer and fall internships.

A new job-shadowing program is sending students into offices, medical labs, and other job sites where they can ask questions, observe, and learn more about a variety of professions from UB alumni who have graciously volunteered to mentor students.

New staffing-agency programs run by the Center enable seniors and graduate students to formally interview for full-time entry-level positions. And through the Resume Referral Program, the Center collects student resumes on behalf of employers who are hiring for certain positions.

The Center also put greater focus on career-readiness. The Passport to Graduation is a series of programming—from workshops about LinkedIn to writing cover letters—focused on preparing students for a successful transition from campus to career.

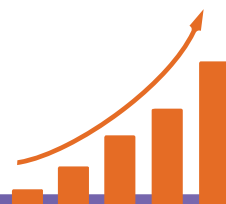
This year, UB's alumni were critical to the development of the new Compass Residential Learning Community (CRLC). Developed with the Office of Career Development, University of Bridgeport Alumni Association, Trefz School of Business, and the Office of Residence Life, CRLC brings together students interested in being active participants in their own career development.



Through networking with alumni, 66 students like Lacora Wood, are being supported in their efforts to find their own unique direction for their emerging careers.

Wood is on track to earn a bachelor's degree in health sciences in 2016. Thanks to the Compass program, she was paired with mentor Julia O'Sullivan, an alumna from the College of Naturopathic. She also meets regularly with Career Development Director Keith Hassell. Both are available to offer advice to Wood, who recently decided to enroll in graduate school to become a physician assistant. In the interim, she's working weekends as a scribe at Waterbury Hospital—a job that O'Sullivan suggested

"I pop by Julia's office all the time and we talk. One day she told me, 'This position would be great for you,'" says Wood. "I do medical documentation for doctors in the E.R. It's fast-paced, and it's giving me a lot of experience and a behind-the-scenes look at health care. It means a lot to have someone like Julia who really wants me to achieve my goals. The fact that she thought of me was amazing."



Student appointments at the Center for Career Development soared by 88 percent in 2014-2015.



The School of Engineering continued to lead the way in STEM education and research in 2014. (From left) Rep. Jim Himes toured the school and its new industrial-sized 3-D printer; professor Dr. Christian Bach delved into the workings of DNA; and computer science graduate student Wafa Elmannai was awarded for being one of the most innovative women in Connecticut.

March 6: Improving the world through engineering

Can medical devices do a better job diagnosing patients? What's the best way to protect businesses from cyber-security risks? Is it possible to purify tainted water?

Increasingly, answers to these and similar questions are coming from engineers. So it was both timely and appropriate that School of Engineering Dean Tarek Sobh was among 122 engineering school deans invited to meet with White House officials, who wanted to know how engineering will solve some of the world's most critical problems. These so-called "Grand Challenges," identified through initiatives such as the National Academy of Engineering (NAE) Grand Challenges for Engineering and the United Nations Millennium Development Goals, include goals like engineering better medicines, making solar energy cost-competitive with coal, and making cyberspace more secure.

As a leader in the fields of Science, Technology, Engineering and Medicine (STEM), University of Bridgeport is "well poised" to address Grand Challenges, Sobh reported. In the past year, UB faculty and students advanced our understanding of complex technical issues through breakthrough solutions and research. The value of their work was reflected in numerous prizes and grants.

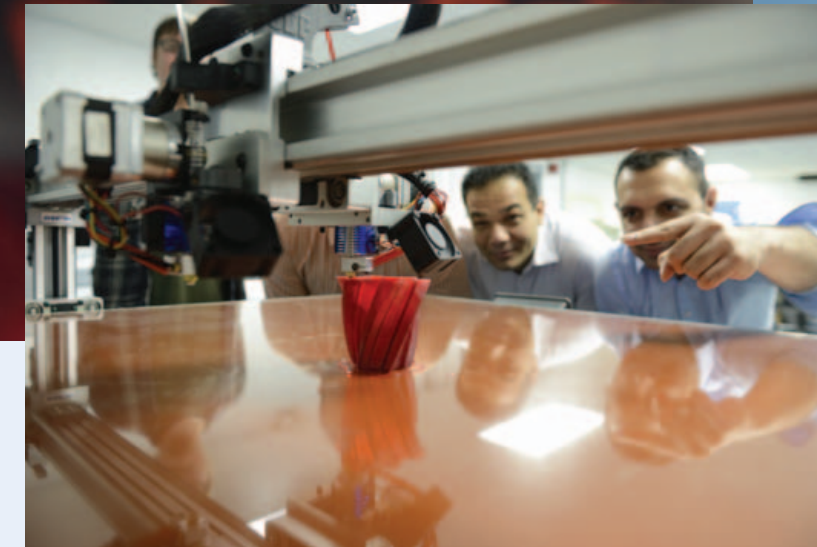
School of Engineering Associate Dean Dr. Khaled M. Elleithy and Dean/Senior Vice President for Graduate Studies Dr. Tarek Sobh were awarded a Connecticut Quality Improvement Award Competition (CQIA) Gold Innovation Prize for creating the world's first online engineering conference to better disseminate ideas and breakthroughs.

Associate professor of technology Neal Lewis and colleagues were awarded \$6,000 from the Connecticut Space Grant College Consortium to develop a robotic puppet that teaches young people about space and science. The puppet was launched from Discovery Museum in Bridgeport in the fall 2015.

The Consortium also awarded UB professor Nelson Ngoh \$7,433 to survey Connecticut K-12 science coordinators about the challenges and steps that can be taken to increase earth and space science instruction in grades K-12 within Connecticut.

Computer science doctoral student Wafa Elmannai was recognized as one of the most innovative women in Connecticut by the Connecticut Technology Council. She was also the only student in Connecticut to win a \$20,000 AAUW International Fellowship. Other AAUW prizes were awarded to students from Harvard, Duke, Georgetown, and other leading U.S. universities.

As the School of Engineering looks to the future, it will continue to enhance programs that address the Grand Challenges to improve our world. In addition, as part of the Grand Challenge Goals for schools to graduate 20,000 formally recognized "Grand Challenge Engineers" over the next decade, UB will train certain talented students through special programs based on interdisciplinary learning, entrepreneurship, and global perspectives.



School of Engineering Dean Tarek Sobh was among 122 engineering school deans invited to meet with White House officials this year.



MARCH

DECEMBER

JANUARY

FEBRUARY

Spring



March 28: Faculty Research Day

Spend time with an aging parent or someone who's been prescribed multiple prescriptions, and it's quickly apparent that "take twice a day" isn't so simple. Different dosages, different rules—do you eat before or after?—and similar looking prescriptions can be confusing, and possibly dangerous, for patients.

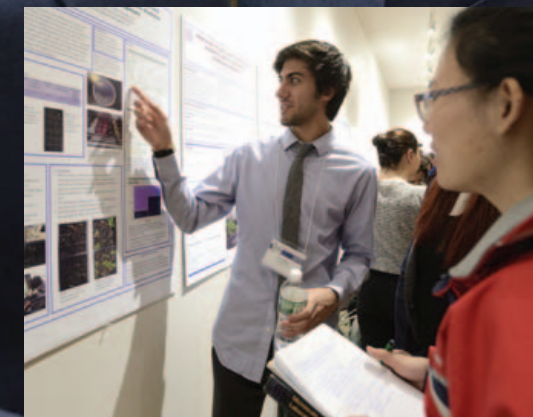
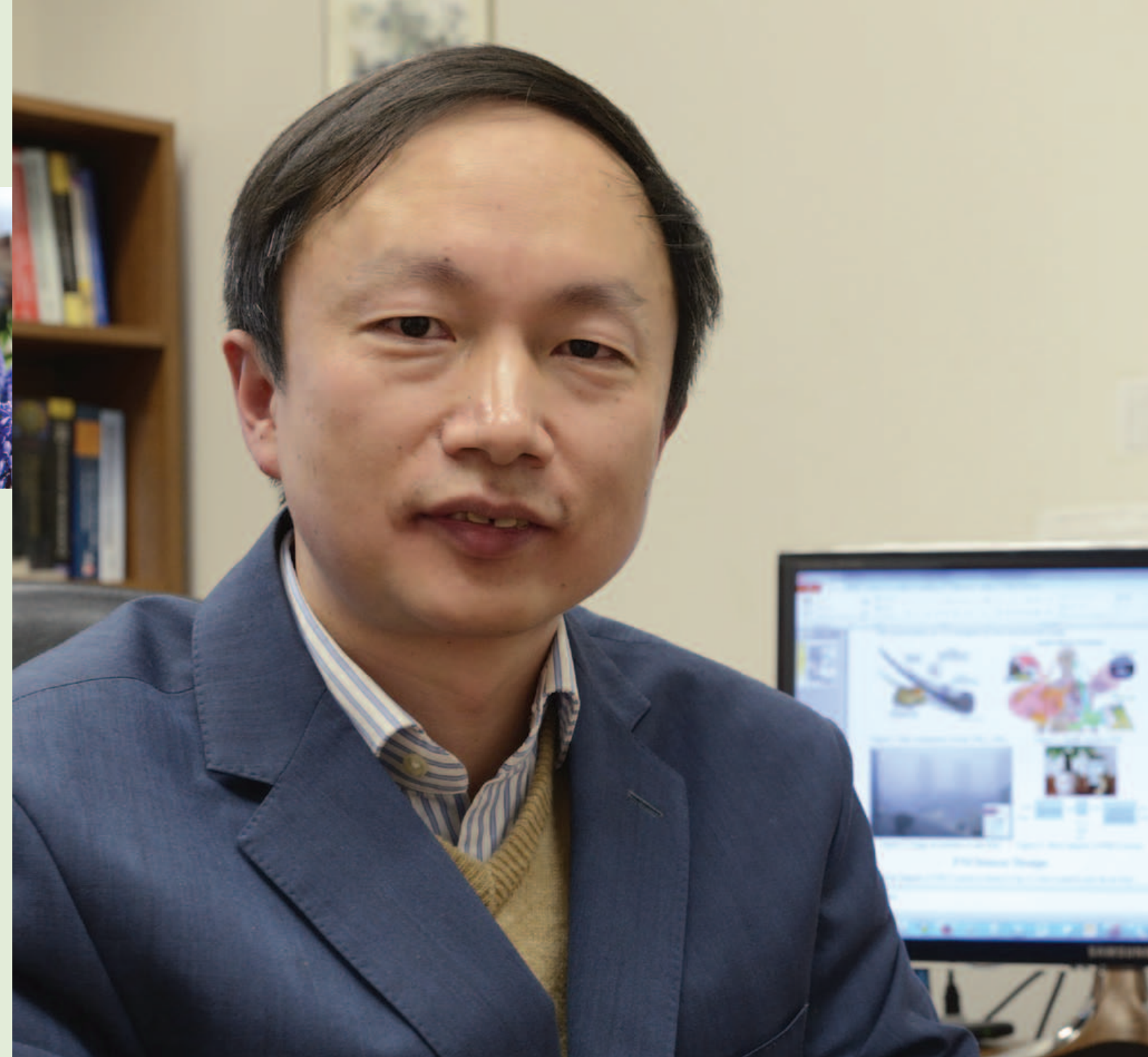
But on March 27, Xingguo Xiong, an associate professor of computer and electrical engineering, proposed a solution at UB's annual Faculty Research Day: an automatic smart drug-delivery system.

Xiong and his collaborator, Hasan Hafizul Haque, a master's degree student, developed a system consisting of miniaturized components—microvalves, a micropump, microchannels, and microneedles. The micropump delivers the medicine to the human body through a microneedle array, which is always connected to human skin like a patch while a smart control circuit is preprogrammed to automatically deliver all of the patient's prescriptions at the right time with the right dose.

"We live in an aging world and I wanted to work on something that would make life easier for patients," Xiong said. "Our next stage is to apply for some funding support so that we may make one device prototype and test its performance."

Xiong's research, called an "Automatic BioMEMS Smart Drug Delivery System," was among 129 research posters at UB's most exciting and extensive Faculty Research Day to date. This year, eight schools and colleges and 29 departments participated. The event attracted more than 300 people who viewed research in fields from design to marketing, political science, biology, medicine, nanotechnology, and more.

"Faculty Research day cements the fact that we are truly an emerging research institution," says Tarek M. Sobh, senior vice president for graduate studies and research dean of the School of Engineering. "The function of an eminent higher educational institution is to dispense knowledge but also to create knowledge, and this is what we are doing. It's about sharing intellectual property. It's about innovation."



This year, eight schools and colleges and 29 departments participated Faculty Research Day, making it bigger than ever.



UB's ambitious campaign for a greener future began in 2008 with the complete overhaul of the campus electrical system.

April 30: Flipping the switch on a greener future

The health of the environment concerns us all. That's why UB has made it a top priority to ensure the campus is sustainable. At the end of April, we turned on our newest source of clean energy—a fuel cell that slashes carbon emissions by 7,000 tons per year and puts UB on track to save \$3.4 million over 12 years.

This major accomplishment would not have been possible without extensive groundwork that brings us closer to fulfilling several environmental initiatives to:

- Reduce energy consumption and waste on campus,
- Support and promote sustainability-related research in our labs and classrooms, and
- Partner with industry leaders and others to promote a greener future.

Our multifaceted approach to achieving these goals began in 2008, with the complete overhaul of the campus electrical distribution system, a project that was the cornerstone to becoming energy efficient. Crews replaced wiring, removed outdated PBC transformers, and deposited hazardous underground tanks to comply with federal environmental laws.

With a new grid in place, we could plug in to light pathways, heat and cool buildings, and power facilities

throughout campus. To cut usage, UB began installing high-efficiency boilers and windows as well as insulated roofing systems. Exterior energy-efficient lighting retrofits throughout campus also will save over \$100,000 annually.

We then began evaluating alternative-energy sources to improve sustainability. After rigorous review, UB signed an agreement with FuelCell Energy (FCE) of Danbury, CT, to build a 1.4-megawatt fuel cell on campus. Fuel cells use a process that is virtually pollutant-free. And unlike batteries, which have a fixed supply of energy, fuel cells continuously generate electricity as long as fuel is supplied.

Crews installed the fuel cell at UB behind Wheeler Recreation Center earlier this year, and on April 30, the cell was turned on. The cell's strategic location enables us to harness the fuel cell's thermal energy to heat Wheeler Recreation Center's field house and indoor pool as well as University Place Apartments, a UB graduate student complex. The cell's thermal energy will also heat UB's new 228-bed residence hall when it opens in 2016.

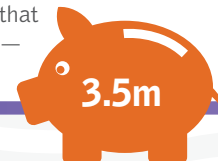
During peak summer season, the cell provides 80 percent of UB's clean energy needs. The rest of the year, the cell provides 100 percent of UB's energy, making the campus completely independent of the public power grid.

Switching to this clean energy source also ushered in a new era of opportunities for our students to learn more about sustainable energy practices and the workings

of fuel cell principles. Thanks to an agreement with FCE, engineering students along with faculty from UB's Renewable Energy Research Laboratory currently monitor and evaluate the fuel cell's performance

Our work will continue in the coming year as UB continues to install resiliency systems that will protect our energy-delivery systems from coast and storm threats. In the coming year, and with funding from Connecticut's Department of Energy and Environmental Protection (DEEP), the University will automate the campus electrical distribution system through a micro grid.

UB's newest source of clean energy—a fuel cell that slashes carbon emissions by 7,000 tons per year—will save UB \$3.5 million in 12 years.



MARCH

APRIL



May 5: Raising money for Nepal

When tragedy strikes halfway around the world, there's a good chance that someone at UB is personally affected. This spring, one dozen international students from Nepal were on campus when they learned that a devastating earthquake had destroyed their country, killing more than 7,500 and injuring tens of thousands.

The students began organizing a fundraising lunch to support Red Cross relief efforts in Nepal on May 5. The reaction from the entire UB community and area businesses—immediate, overwhelming, and heartfelt—exceeded their expectations.

More than 300 individuals attended the massive lunch that raised \$7,717. “We thought maybe we’d get \$3,000, but when we heard it was over \$7,000, it was like, ‘My gosh!’” said Satyam Shrestha, one of the 12 students organizers.

While their immediate families were spared by the massive earthquake, the students said they will return to a homeland that was completely changed and felt compelled to act.

“We are far from home but this is what we wanted to do,” said student organizer Sunil Singh.

In the face of such a tragedy, the student organizers said they were buoyed by the flood of support for their fundraiser. Twenty-one restaurants throughout Fairfield County contributed international food for the lunch. The public, who had heard about the fundraiser on social media, attended.

Donations were also provided by the UB Chinese Student and Scholar Association; student Hosam Fageha, who is president of the Saudi Student Club; Barbara Benedict, an admissions counselor at UB’s School of Continuing Education and Professional Studies; the UB Book Store, and the Office of Residential Life and Student Conduct.

Summed up a Red Cross volunteer: “It shows the reach of the campus. It’s tremendous.”



More than 300 individuals attended the massive fundraising lunch that raised \$7,717.

MARCH

APRIL

MAY

May 9: Graduation and jobs for the Class of 2015

As he sat among fellow graduates during the University's 105th Commencement on May 9, James Librandi couldn't help marveling at how much life had evolved during his time at UB. At one point, he vowed he'd never go to college: he just hated school. But here he was, sitting among 1,500 other members of the Class of 2015, about to receive a master's degree in education—and he had a job as a teacher at the nationally ranked Greenwich, Connecticut, school district.

"I can start living the life I've wanted to live," Librandi told people in the days approaching graduation.

Librandi wasn't alone.

Many of this year's graduates were offered jobs before they donned caps and gowns. Among them: Crystal Parks, the daughter of a single mother who worked hard to send Parks to school. The payoff: Parks earned a degree in a field she loved—computer science and engineering—and secured a job at Cisco Systems in San Jose, California. She began work at the end of May, just weeks after graduation.

Such success reflect UB's track record for providing students with in-demand skills so they can soar in a multitude of professional disciplines. As we look forward, we will continue to enhance the curricula so each year, future graduates like Librandi and, Parks, will have the satisfaction of knowing that enrolling at UB opens doors of promise and opportunity.



Students like Kayla Rios, one of our first graduates from UB's new Medical Lab Science Program, can expect to earn starting salaries between \$50,000 and \$70,000.



Graduate Kayla Rios smiled broadly, as she talked about her new job. Rios, 22, had arrived at UB in 2012 as one of the



first students enrolled in the University's new Medical Lab Science program. At the time, Rios already had a degree in forensic science from another university, but that degree had failed to help her get a job. She hoped a return to school might help, but she never dreamed how well life would work out.

Employment of clinical laboratory workers has grown by 14 percent since 2006.

"Nationwide, the profession needs 15,000 new medical lab technicians annually, and yet education programs are graduating only 5,000, so the need is there," says Wayne Aguiar, director of Medical Lab Science at UB. "It's a great time to enter the profession. Starting salaries are about \$50,000 to \$55,000. Second- and evening-shift people can draw \$60,000 to \$70,000. Some labs are offering signing bonuses."

With guidance from faculty like Aguiar, Rios was able to get the skills needed to enter the profession. And one month before graduation, she accepted a job offer from Yale-New Haven Hospital.

"I made the right choice coming to UB and picking my major," she says.

Summer

June 1: Transforming the campus

Summertime at UB is a season for change. With fewer classes in session, crews of builders, electricians, and other personnel can do the work necessary to ensure the campus has the state-of-art facilities and technology that our students and faculty need in order to do remarkable work. In the past decade, UB has completed more than \$88 million in capital improvements to the campus.

At the start of June, bulldozers returned as crews from KBE Construction from Farmington, Connecticut, arrived to complete one of our biggest projects ever: the demolition of Isaac E. Schine Hall and construction of our newest residence hall in over 40 years.

A purple wrecking ball had taken the first ceremonial swing at Schine back on April 24, when UB hosted an official “Schine Down!” event and reunion for alumni who had once lived there—and who fondly remember its lavish rooftop parties. Now, demolition of the 127,000 square-foot building could begin in earnest. Floor by floor, tons of concrete and steel were taken down throughout the summer until at last, KBE was able to demolish the remnants of the building at the end of August.

At the same time, a second KBE crew began laying the foundation for our new 60,000-square-foot residence hall. When it opens in 2016, its apartment-style living units and 220-beds will go a long way to accommodating UB’s growing enrollment.

As UB looks forward to cutting the ribbon on new facilities, it also embraces its unique past. Nestled amid private homes that were built by wealthy families during the late 19th and early 20th centuries, the campus boasts architectural gems that are distinctly elegant. This summer, three of these historic homes: Bates, Bryant, and Cortright Halls, were restored to their former splendor.



In the past decade, UB has completed more than \$88 million in capital improvements to the campus.



Schine Hall was demolished over the summer of 2015 as crews began building UB’s newest residence hall. Historic buildings on campus have also been restored.



Extensive work at Bryant, including a completely gutted interior, new roofing, siding, and windows, enabled UB to use the building for health, psychology, and counseling programs. Bates also has been reopened as faculty offices from the School of Arts and Sciences. At Cortright Hall, historic-restoration specialists replaced the building’s roof, Yankee-style gutters, decorative rosettes, and decades’-old scalloped shingles. The Victorian building, which is home to the Division of University Relations, was also freshly painted.

These were the third round of upgrades to Cortright in the past five years, and all work on the building has been funded by generous grants from the Connecticut Historic Preservation Commission. We are grateful to the state for recognizing that the preservation of historic buildings on campus is important to UB’s history and to the community at large.



June 6: Packing suitcases for Amman

As they arrived in Amman for the first time, six University of Bridgeport students peered out of taxi windows to take it all in: Traffic clogged the city's arteries, a massive Jordanian flag flapped lazily from the top of the Raghadan Palace, young people gathered at ice cream shops. Mosques, now silent, would soon broadcast daily prayers.

It wouldn't take long for the students—all of whom were majoring in classes through the College of Public and International Affairs (CPIA)—to familiarize themselves with Jordan's bustling capital. For the next eight weeks, the UB students would take intensive Arabic classes at Princess Sumaya University while interning at prestigious NGOs, such as the King Hussein Foundation and Petra National Trust.

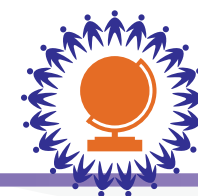
These remarkable opportunities are not unusual at UB: internships are a requirement for graduation at many schools, and CPIA students often complete them overseas. In the past decade, UB faculty and students have traveled to 51 countries around the world to work, study and teach.

As UB forges partnerships with other institutions, its reach extends even further. The Arabic classes students took in Jordan have been made possible, thanks to an agreement with Princess Sumaya University since 2010. But last year, CPIA professor Dr. Robert Riggs, an expert on the Middle East, reached out to think tanks, NGOs, and other institutions to provide internship opportunities as well.

Meanwhile, faculty has also been on the road. This summer, SASD professors taught design classes at Anhui Polytechnic University in China, which through an agreement sends its students to study at UB's main campus in Bridgeport. College of Chiropractic Dr. Stephen Perle taught classes in Yantai, China.



Thanks to unique partnerships around the world, UB students this summer could study in Jordan and work at prestigious institutes, like Petra National Trust and the King Hussein Foundation.



In the past decade, UB faculty and students have traveled to 51 countries around the world to complete internships, work-study cohorts, and other global programs.



The University is proud to be one of 12 schools granted NGO status by the United Nations, allowing our students to work and intern at its headquarters.

As UB students settled into their internships in Amman, CPIA faculty spent a week at University of Notre Dame's Kroc Institute of International Peace Studies. There, they joined colleagues from universities, colleges, community colleges, and institutes from across the United States and Africa in a program to develop curricula related to peace studies. The experience will help CPIA develop a doctoral program in the field of Peace Education.

Global experience is also a short commute away to the United Nations headquarters in Manhattan. UB is proud to be one of a dozen schools that's been granted NGO status by the United Nations. Thanks to this special distinction, four of our students headed to the UN to intern through the summer.



The value of such opportunities cannot be understated: the world's greatest challenges are transnational. At UB, we believe it's incumbent to prepare our young people to have the kind of education needed to address these problems as engaged and fully informed global citizens. As we look forward to what comes next, we will continue to enhance such opportunities around the world.

UB faculty members also travel and teach. This summer, our professors taught design and chiropractic classes in China.



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Consolidated Statement of Activities

The University of Bridgeport completed the fiscal year ended June 30, 2015 with revenues of \$95M and expenses of \$91M, other losses and changes in net assets of \$2M resulting in total change in net assets of \$2M. This was primarily a result of a 7% increase in student headcount. The Balance Sheet continues to strengthen as noted by an 11% increase in cash and investments at \$37M. The University continues to meet or exceed its required financial bond covenant ratios.

On July 20, 2015 Moody’s Investor Services revised their US four-year higher education outlook to stable from

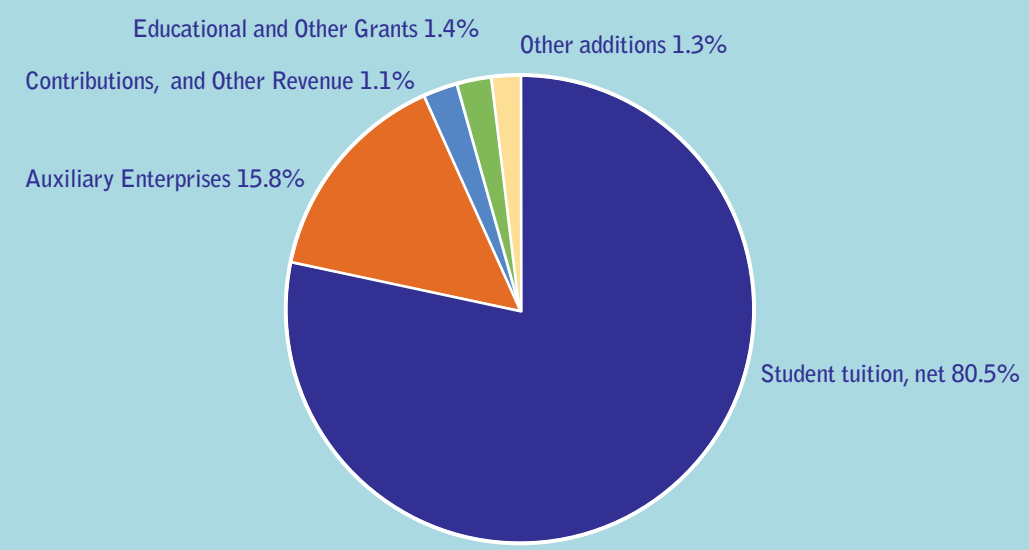
negative. The outlook has been negative for the sector since January 2013. The stable outlook expresses their view that fundamental business, financial and economic conditions for the higher education sector will neither erode significantly nor improve materially over the next 12 to 18 months.

The combined improved sector outlook with the University of Bridgeport’s continued dedication will ensure that we deploy our resources so that UB achieves its mission today and far into the future for what is next.

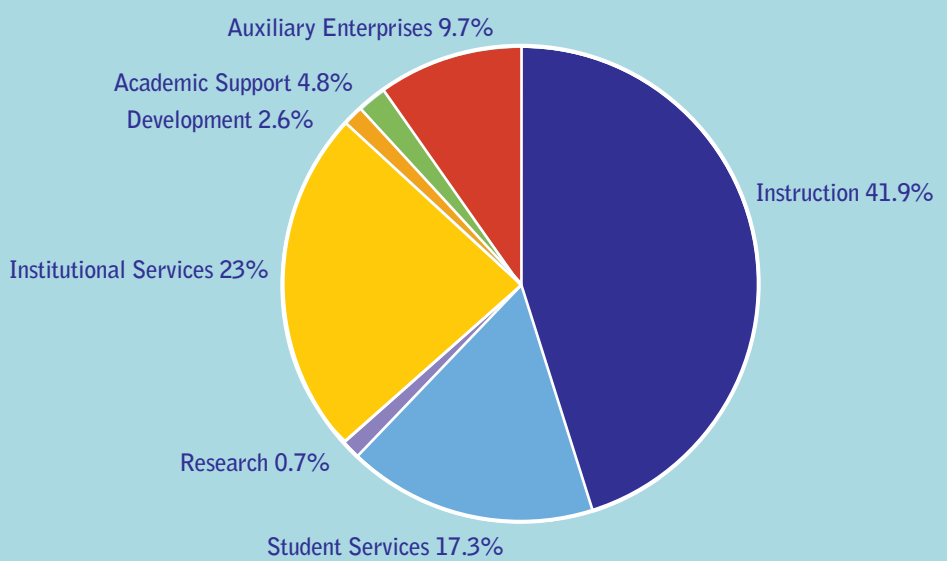
<i>Fiscal Year Ended June 30, 2015 and 2014 (Dollars in thousands)</i>	2015	2014
Revenues, gains and other support		
Student tuition, net	\$76,267	\$68,361
Auxiliary enterprises	14,945	14,289
Contributions - other	1,010	501
Educational and other grants	1,307	1,384
Interest and dividend income	495	316
Net realized investment gains/(losses)	669	1,032
Unrealized investment gains/(losses)	(346)	864
Other additions	388	632
Total revenues gains and other additions	<u>94,735</u>	<u>87,379</u>
Expenses and other deductions		
Instruction	38,143	33,652
Academic support	4,398	4,205
Student services	15,732	15,395
Institutional services	20,914	19,924
Research	667	607
Development	2,341	1,864
Auxiliary enterprises	8,815	8,242
Total expenses and other deductions	<u>91,010</u>	<u>83,889</u>
Other gains and other changes in net assets		
Change in fair value of interest rate swaps	(1,455)	(68)
Cost of issuance	(37)	(28)
Reallocation of funds held in trust for others	—	3,078
Change in net assets	<u>2,233</u>	<u>6,472</u>
Net assets, beginning of year	<u>62,908</u>	<u>56,436</u>
Net assets, end of year	<u><u>\$65,141</u></u>	<u><u>\$62,908</u></u>

Financial Highlights

Operating Revenue - \$95M



Operating Expenditure - \$91M





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